

April 2010



Project Management Institute Portland Chapter

Monthly Newsletter

www.pmi-portland.org

Issue Highlights

Next Chapter Meeting

April 20, 2010

Educational Presentations

4:30 **The Missing Link**, by Matthew Horvat

5:00 **Supporting Knowledge Management with Technology**, by Ben Muller

Keynote Presentation

Personal Knowledge Management,
by J Hootman

Sponsored by



Chapter Elections are Underway - **VOTE NOW!**

Elections close on April 20th - check out the positions and your candidates - then VOTE!

Voice Your Opinion Today

The 2010 Membership Survey closes on April 20th - don't miss this chance to let your voice be heard.

Managing Information During the H1N1 Outbreak

NE Roundtable offers a special speaker on April 20.

Project, Programs & Portfolio Management Conference

Mark your calendar now - August 18, 2010.

Excellence in Project Management is Being Recognized

It's not too late to apply for this important award, as a PM, Student PM or for a specific Project.

InnoTech Conference May 6

Attend the region's premier business and technology innovation conference and expo. Complimentary admission for PMI members.

New Workshops in May

Sign up now for **Project Manage Your Transition** (May 19 - 1/2 day) and/or **Risk Management** (May 20 - full day).

Meet Jeremy Black

Jeremy is our volunteer of the month and VP of Membership.

Learn or Perish

Jeff Oltmann describes the importance of "retrospectives" as structured ways to capture "lessons learned."

And More...



**Project Management Institute
Portland Chapter**



The President's Corner

President's Corner

- ◆ Knowledge Management - Key to Improvement?

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Rachel Paulson

Increasing value through connection

Knowledge Management – the key to improvement!

Knowledge management, lessons learned, post mortems or whatever you call them are a necessary but often missed or skipped step in organizations that use projects to achieve strategic goals. More importantly, if they are completed, how did that knowledge translate into improvements?

As a project manager, how many lessons learned have you completed? Was the completion of it based on whether the organization required it or not? Is it a standard in your organization with a template to guide you? Are lessons learned part of your work to document potential liability as a contractor? Are

they factored into your project timeline and budgeted for the resources needed to complete it?

How many of the lessons learned that you have completed were actually reviewed and actions taken to avoid the areas needing improvement for future initiatives (projects)? It is likely that not many of them are reviewed with resulting actions. Lessons learned are usually not completed because the time and money spent completing projects is typically exhausted with resources spread too thin on high priority projects. Additionally, the next project(s) is already ramping up or in process so lessons learned become low priorities.

Of the 80+ projects I have completed, only about a quarter of them were required to complete a formal lessons learned session. Most of the lessons learned were not completed by a team but by me with a request for team and stakeholder review. Of those completed, only three were taken seriously enough to inspire changes to project processes, CMMI capabilities or the start of a new vendor management department.

With the failure rate of projects still being well over 50% the completion and required actions for change should be a high priority worthy of resource assignment for any organization with the time needed to make changes that prevent future failures. Including this time in the strategic portfolio plan is essential for successful implementation of lessons learned objectives.

The PMI Portland Chapter used an informal lessons learned process at the start of the 2009-2010 year to look at opportunities for improvement. As a result, we revised our Finance Policies and Procedures, updated our finance tools, made changes to vital programs including registration and have a number of initiatives still in process. All changes take time and persistence to complete.

The chapter's dedicated volunteers make all needed changes possible. Thank you for your time and focus to the necessary changes by increasing member value through connection.

To our new members, welcome! We appreciate having the opportunity to serve you as you get to know and become more involved in the chapter.

I want to say a special thank you to our members who have renewed their membership this year and for your continued involvement. Your feedback as a member or chapter participant is invaluable and has been the capstone to our lessons learned and focus for change.

April will likely bring us rain with the promise of flowers and renewed beauty. Enjoy the change process of spring!

Rachel Paulson, Chapter President
president@pmi-portland.org

Thought for the Month



"Knowledge management will never work until corporations realize it's not about how you capture knowledge but how you create and leverage it."

- Etienne Wenger

Upcoming Chapter Meetings

May 18

June 15



**Project Management Institute
Portland Chapter**



Our Chapter Meeting Sponsor

PMI Portland extends a heartfelt "Thank You" to **DeVry University's Keller Graduate School of Management** for its recognition of the importance of professional development for project managers and sponsorship of this month's chapter meeting.

DeVry University and Keller Graduate School of Management are your professional edge in Project Management. To date, we have six degree programs and concentrations that have received the PMI Global Accreditation Center (GAC) accreditation. By completing a GAC accredited program, students earn 1,500 hours toward the project management experience required to take PMI's Professional (PMP®) Credential examination.

In addition to the credibility you expect, Keller also offers the flexibility you need. With an accelerated program available at the Portland Campus, online or a combination of the two, you can build the schedule that fits your needs and keeps your life in balance. To learn more, contact the Portland Campus today at 503-296-7468 or visit us online at <http://www.keller.edu/>.

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DeVry University's Keller Graduate School of Management has the right PMmix to add more power to your career. Our targeted project management degree programs are about balance, flexibility, and individual achievement.



No matter what your goals are, there's a PMmix option for you—

- **MPM – Master's Degree in Project Management**
- **MBA – Master's Degree in Business Administration with a concentration in Project Management**
- **GCPM – Graduate Certificate in Project Management**

Plus, we offer professional training solutions that can be tailored to meet specific career interests and goals. Classes are offered evenings and weekends with the flexibility of attending onsite, online, or through a combination of both.



Learn more...
 Call us at 503.296.7468
 Visit our website today at KellerPortland.com.



Portland Campus | 9755 SW Barnes Rd., Ste. 150 | Portland, OR 97225

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Upcoming Events

- 04/08 Boeing Lecture at U of Portland
- 04/08 SolarWorld Roundtable
- 04/09 NW Roundtable
- 04/12 PMP class registration closes
- 04/15 EPMA application deadline (PM and Project)
- 04/15 West Roundtable
- 04/15 Eugene Meeting - Career Fair
- 04/16 Corvallis Lunch Meeting
- 04/17 PMP class begins
- 04/20 NE Roundtable
- 04/20 Chapter Meeting
- 04/20 Last day to vote for 2010-11 Board of Directors**
- 04/20 Last day to complete Membership Survey**
- 04/21 Salem Meeting
- 04/23 North Roundtable
- 04/28 Downtown Roundtable
- 04/29-30 Salem Professional Development 2-day event PMI-WV
- 05/05 Election Results Announced
- 05/06 InnoTech conference
- 05/07 South Roundtable
- 05/13 SolarWorld Roundtable
- 05/14 NW Roundtable

For details, see the calendar on the [chapter website](#).

Roundtable NE Event 04/20

Many of us remember the **H1N1 scare** last fall and all the media focus on the outbreak, the shots, vaccine availability and the rest of the hype but many of you may not have known that a dedicated team within DHS Public Health successfully executed standing up a new public facing web page in just 17 days. If you would like to hear more about this amazing project to support a healthy Oregon I urge you attend the Tuesday, April 20, 2010, NE Roundtable. A brief summary about the project and Marna Hauk, the project manager are provided below.

The flu.oregon.gov project blazed a path from concept to implementation in 17 days, skillfully translating the political will of Oregon State

Join Us at a Roundtable

A roundtable is a meeting where Project Managers discuss issues that they face on a daily basis. The roundtable meetings are in various locations across the Portland-Vancouver area and each has a personality of its own.

The meetings start with introductions, followed by a solicitation for topics. The topics are selected based on the rules of the specific roundtable.

These meetings are worth 1 PDU, extremely valuable and always fun. There is a balance of Junior and Senior Project Managers from a variety of disciplines to provide an eclectic view of a subject.

Anyone can sign up to join one or more roundtables, receive roundtable notices and minutes. [Click here for complete information.](#)

Contact the Director of Roundtables at roundtable@pmi-portland.org.

- 1st Friday** (7:15-8:45 am) **South Roundtable**
Mentor Graphics campus, Wilsonville
- 2nd Thursday** (5:30-7:00 pm) **SolarWorld Roundtable**
SolarWorld USA, Hillsboro
- 2nd Friday** (7:15-8:45 am) **NW Roundtable**
Con-way, Portland
- 3rd Tuesday** (7:30-8:30 am) **NE Roundtable**
Portland State Office Building
- 3rd Thursday** (7:30-9:00 am) **West Roundtable**
Nike World Headquarters, Beaverton
- 4th Wednesday** (7:30-8:45 am) **Downtown Roundtable**
Unitus Plaza, Portland
- 4th Friday** (7:15-8:45 am) **North Roundtable**
Clark Public Utilities, Vancouver

For details, maps, and moderators see the [chapter website](#).



government to meet an urgent need. The project combined project management best practices, user centered design, and agile/scrum methods to bring critical, life-saving information in a timely way to Oregonians.

Presenter Marna Hauk has been creating change and delivering real value to organizations and the public by managing projects, strategy, and innovation for 17 years at Disney, Intel, and Providence. She catalyzes change and innovation through her consultancy Catalyst Northwest.

If the doors are locked when you arrive please knock on the door we will have PMI members greet you and let you in the building for the roundtable.



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April 20 Keynote Presentation

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Personal Knowledge Management

"Knowledge Management" (KM), the term was coined back in the early 90's and was directed at the way businesses defined and handled "knowledge". An article in the Harvard Business Review (July-August 2007) refers to "knowledge management" not just as facts and figures but as a collection of knowledge from a business' employees. "Hard facts and figures" combined with the softer idea that knowledge comes from employees form the basis of the business side of KM. This definition of knowledge management is the one with which most are familiar.

However, in the late 90's Personal Knowledge Management or PKM was coined. As can be expected, PKM is how we collect, process, store and retrieve information for our own personal knowledge. As project managers, PKM must play a vital role in our professional activities especially in today's climate and job market, but it is just as important, if not more so, for our personal individual growth.

With exabytes upon exabytes of information stacking up each day, it is important to realize that it is just that – information. None of it becomes knowledge until we grab it, process it and store it ourselves.

Knowledge is of two kinds. We know a subject ourselves, or we know where we can find information on it.
Samuel Johnson (1709 - 1784)

About the Presenter



Joseph "J" Hootman is a certified Project Management Professional (PMP) with extensive project management experience in both the military and commercial business. His experience covers a vast array of projects from unmanned aerial vehicle field tests to the development of custom web/software applications. Additionally, he has over 15 years experience in Software/Database Development and Information Technology Management.

He retired from the Navy in 2005. He last served as the Director of Information Technology for the Joint Unmanned Aerial Vehicle Test and Evaluation Command in Fallon, NV. Other career highlights include serving as Chief Engineer, USS Moosebrugger, and as Naval Liaison to the Office of Military Base Re-alignment and Re-use for the Governor of California. Mr. Hootman is a highly decorated veteran who was awarded the Joint Service Commendation medal, a Joint Service Achievement medal and 5 Navy Achievement medals as well as numerous campaign medals and personal awards.

He earned a BS in Marine Science and holds a Masters in Information Technology Management. He has also earned a Masters in Project Management and an MBA in Finance as well as a Graduate Certificate in Financial Analysis. Before relocating to Portland in 2009, he was the VP of Operations and Project Management for an interactive agency specializing in custom database driven web sites, customized web applications and interactive marketing.

Presently, Mr. Hootman operates his own internet consulting firm and is the Director of Certification for the PMI-Portland Chapter. He is also a senior faculty member for DeVry University and Keller Graduate School of Business in the fields of Project Management and Computer Information Systems.

Chapter Meeting Logistics

- 4:00 Registration Table Opens
- 4:30 Educational Presentation #1
- 5:00 Educational Presentation #2
- 5:30 Networking
- 5:35 New Member Orientation & Q&A
- 6:30 Dinner and Announcements
- 7:00 Keynote Presentation

Free Parking!
Get a pass at the registration table.

Online registration closes Monday prior to the meeting at 10 am.

Doubletree Hotel—Lloyd Center
1000 NE Multnomah
Portland, OR 97232
(503) 281-6111

PMI Portland Chapter Members - Keynote Presentation \$25, Educational presentation \$10, Both for \$35

PMI Portland Chapter Student Members - Keynote Presentation \$10

Non-Members - Keynote Presentation \$30, Educational presentation \$10, Both for \$40

Keynote Presentation only (without meal) - \$12

Price is \$10 more at the door. (PMI members and student members must provide PMI number at the door to receive member pricing.)

No refunds within 24 hours of the meeting.

Contact the [Director of Registration](#) for registration questions.



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4:30 - The Missing Link

Ever notice that something is preventing your project from reaching its full potential and really coming together? Project management is about coordinating and working with people. Once good relations are in place, training others on your method is the starting point towards improvement. During WW II, the US Government's War Bureau devised an effective system that today is at the heart of some of the world's most efficient companies. Come and hear about the rich history of Training Within Industry. The programs that we'll explore are Job Relations, Job Instruction and Good 5-Why™. These are being used in construction and other technical projects to provide people with relationship skills, instruction skills, and problem solving and continuous improvement skills. Come to the educational presentation at this month's meeting to learn more and find out how to bring these programs to your projects.

About the Presenter

Matt Horvat, PE, PMP, is a certified Job Instruction and Job Relations trainer. At the heart of every project-based organization are the people that get the work done. Matt teaches and coaches project leadership, effective planning, and deployment strategies to increase performance. He holds an MBA from the Thunderbird School of Global Management and an MSE from Arizona State.

5:00 - Supporting Knowledge Management with Technology

Ben Muller, Practice Manager – Business Intelligence & Productivity at CSG Professional Services, Inc., will discuss the use of contemporary Collaboration & Productivity software systems to support and enable Knowledge Management. Topics will include using organizational data to inspire insights, social computing to proliferate organizational experience, and effective search to knock down organizational walls.

About the Presenter

Ben Muller is an accomplished business and technology professional with significant management experience and hands-on involvement in a wide variety of business areas, including Finance, Marketing, Operations, and Information Systems. He is skilled at designing, implementing, and managing complex business information systems. Ben is an effective project manager and business analyst with excellent written and verbal communication skills. Ben thinks in terms of business first, technology second. With advanced degrees in Finance (MBA) and Marketing (BS), Ben is very effective interacting with C-level business executives. He is equally effective collaborating with mid-level managers and individual contributors on project teams.

Why Pre-register?

Although you can register at the door for the Chapter dinner meeting, pre-registration is preferred. This helps us to assure there are enough tables, chairs and food for you. Register online now....

- You will be entered into a drawing for a free meeting.
- There is a \$10 fee for walk-in registration.
- Online registration closes at 10 am the Monday prior to the meeting.

Register Here!

Questions? Contact [Director of Registration](#).

April Dinner Meeting Menu

Dijon Crusted Pork Loin Medallions with Creamy Four-Cheese Polenta,
Fresh Vegetables And Peppered Demi-Glace

Or

Wild Mushroom Ravioli

Excellence in Project Delivery = Positive ROI

2010 Projects, Programs and Portfolio Management Conference

When: August 18, 2010

Where: Double Tree – Lloyd Center
1000 NE Multnomah
Portland, Oregon 97213

The PMI Portland Chapter is pleased to announce the annual conference on best practices in Project Delivery. Mark your calendar for this exciting event where we will focus on the techniques of integrating strategy through the project delivery processes. Look for more details next month.

For sponsorship information contact sponsor_programs@pmi-portland.org

For speaking opportunity contact speaker@pmi-portland.org



Project Management Institute Portland Chapter



2010-11 Board of Directors Elections are Now OPEN!

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Voting ends at 10 pm on April 20th, so don't delay!

Vote now for your chapter Board of Directors candidates. It's easy!

There are four ways to let your voice be heard:

✓ VOTE NOW!

- ✓ Go to the chapter [website](#) and click the **VOTE NOW!** link on the homepage.
- ✓ Complete the [paper ballot](#) and mail it to us no later than April 18th.
- ✓ Turn in your paper ballot at the April 20th chapter dinner meeting. We'll have ballots there for you.

Position descriptions, candidate profiles and the ballot follow, and are also on the website.

Be proud of your Candidates!

Every candidate for a PMI Portland Board of Directors position has made a major commitment to the members of our dynamic chapter. This commitment involves their precious time and their desire to bring even more value to your membership.

Every candidate for a board position is committed to:

- ◆ Strategically develop and lead their portfolio to achieve the mission of the chapter
- ◆ Manage their portfolio budget
- ◆ Represent their portfolio and the chapter at monthly Board meetings, chapter dinner meetings and special events.
- ◆ Attend annual Board transition and strategy sessions
- ◆ Participate in an annual leadership conference
- ◆ Learn about and understand their portfolio and the chapter.
- ◆ Be a positive spokesman and evangelist for their portfolio and the chapter
- ◆ Carry out the fiduciary, due care, and diligence responsibilities of the Board of Directors by reviewing programs, policies, financial statements and other materials.
- ◆ Put the interests of the chapter ahead of any other organization or business when acting as a Board member. Disclose any potential conflicts of interest which could affect decision making.
- ◆ Serve on committees and offer to take on special assignments.

Be sure to congratulate every candidate and thank them for their willingness to represent you.

Board Positions

Chapter President - The President steers the ship. Working with the Board of Directors and an Executive Committee (consisting of President Elect, Past President, VP at Large, VP Finance, and Chapter Secretary,) the President provides chapter leadership and coordinates all activities.

The President Elect position is elected by the chapter, serves one year shadowing the current President, and then serves as President for one year. The President then moves to the Past President position to provide advice and insight to the Board of Directors.

Chapter Secretary - The chapter Secretary provides vital support on a number of fronts: Manages the chapter document library and contact lists, arranges Board meetings, captures and manages board meeting notes, issues and action items, oversees and reviews the preparation and retention of all non-financial Chapter records and filings, maintains chapter asset log, and acquires name tags, business cards and other requested items for chapter leadership.

Vice President Finance - The Vice President Finance manages the finances of the Chapter. In addition to setting and monitoring finance policies and procedures, and driving the annual chapter budgeting process, this position manages a paid part-time bookkeeper who handles vendor payments, customer invoicing, expense reimbursement, deposits and monthly reconciliations.

Vice President Operations - The Vice President Operations manages and implements the chapter infrastructure to support and improve chapter processes including registration, member email communications, chapter website access and customization, website management, and member database management. This position also manages a paid part-time webmaster.

Vice President At Large - The Vice President At Large serves as the members' ombudsman advocating member concerns and focusing board attention on membership policies and benefits. This position provisionally provides contingency planning should a Board member be unable to fulfill their commitment, and takes on special projects for the board and the chapter.

Vice President Marketing - The Vice President Marketing provides leadership, management oversight, support and guidance for marketing Chapter activities. The position also acts as liaison between PMI-Portland and the media. This position manages a strong support organization including Directors of Marketing, Jobs, Public Relations, Career Networking, Sponsor Programs, Strategic Marketing, Creative Director, as well as a paid part-time Newsletter Editor.

Vice President Outreach - The Vice President Outreach provides leadership, management oversight, and guidance for chapter outreach programs in the academic, business, and community arenas. The chapter's Outreach organization includes directors of Academic, Business, and Community Outreach, as well as a Director of EPMA (Excellence in Project Management Awards.) The position acts as liaison between PMI-Portland and academia, business and community; and leads the process and implementation of outreach programs.



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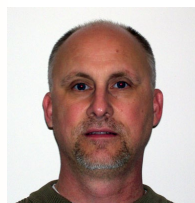
Vice President Membership - The Vice President Membership promotes member benefits, chapter activities, programs and member services to assure that members are receiving the most benefit from their chapter membership. This includes surveying members on their satisfaction with chapter programs, services and events, and administering a robust volunteer program to allow members the opportunity to gain invaluable project management, leadership and networking experience.

Vice President Professional Development - The Vice President Professional Development provides top-notch, affordable and timely continuing education opportunities for chapter members. VP Professional Development sets the overall direction and quality of recurring PMP certification preparation courses and Project Management workshops and seminars. This position also manages the chapter Mentoring program and is responsible for the planning and execution of the annual Professional Development Day Seminar.

Vice President Programs - The Vice President Programs is responsible for the development and delivery of all aspects of our high-quality monthly chapter dinner meetings to provide members with excellent networking opportunities and learning experiences from subject-matter experts and professional peers. This position also oversees and supports chapter Roundtables. The VP Programs leads a solid team of volunteers including Directors of Program Support, Events, Registration, Speaker Bureau, and Roundtables.

Candidate Profiles

Steve Thornton President-Elect Candidate



Steve has worked in Engineering and Program Management for various organizations, most recently as an NPI Program Manager in the Capitol Equipment industry, where he manages cross-functional teams in the development and deployment of new products. He has also been a Flight Instructor in the Portland area for 10 years, where he developed training programs and delivered technical and safety seminars.

Steve has extensive experience and background in building strong teams and driving innovation. He served the Portland PMI Chapter as the Director EPMA since 2008.

Steve enjoys the cultural and outdoor activities in the Northwest. In his free time, Steve enjoys flying, the Oregon Symphony and water sports.

Terri Hagmann, PMP

VP At Large Candidate



Terri has worked in the hardware/software and IT sector since 1995. She received her PMP certification in 2006 and has been involved with the Portland chapter since 2007. She started volunteering for the chapter as Director of Events and has served on the PMI Portland Board of Directors as VP Programs for 2 years. For the past 4 years she has worked for Daimler Trucks North America LLC (formerly Freightliner LLC), based in Portland as an IT project manager. Terri is originally from Idaho, she lived in California for about 19 years, the east coast for about 3 years and moved to Portland in 2000 and she loves it here.

On a personal note, Terri likes to ski, scuba dive, read and spend time with her friends and family.

Shancy Saban

VP Finance Candidate



Shancy has been a member of PMI for 10+ years, and has served other organizations in the past in a Treasurer capacity. She has 18 years of experience in IT operations and IT project management and is interested in continuing to contribute to the success of the PMI Portland chapter. She has served in the VP of Finance capacity for the past year and would value the opportunity to serve for an additional year to continue pursuing the strategic initiatives set out for the financial operations of the chapter.

Carol Haertlein

Secretary Candidate



Carol is a skilled project manager with 20 years of experience in the IT field. She has served on boards for several organizations and would like to use her experience in project management and non-profits at PMI Portland. Carol enjoys taking an active role, providing service to an organization.

A professional photographer will be on-site to document Chapter Meeting events and activities. Photos are the sole property of PMI Portland. By registering for or attending these events, attendees understand that all photos may be used for promotional purposes.



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Jeff Turner



Jeff Turner is a project management consultant with over 14 years of experience delivering mission critical software projects for Pacific Northwest companies and non-profits. Jeff's previous leadership roles for non-profits include PMI-Portland VP Operations 2006/2007 and Boy Scouts of America Den Leader 2009/2010.

Secretary Candidate

Brett Travis



Brett has over 10 years of experience in the mortgage/financial services industry, and has been a volunteer with the Chapter since May 2009 as Program Manager of Member Inquiry Response within the Membership portfolio. Since taking on this position with the Chapter, Brett graduated from George Fox University with a BS in Project Management.

VP Marketing Candidate

Jeff Brummel, PMP



Jeff has extensive experience in the high tech field at Nike, PacifiCorp, Intel, IBM and ROLM. He is a passionate problem solver who enjoys providing technical solutions for real world issues. After volunteering as the Director and VP of Marketing, he has the experience to provide fresh leadership to the Outreach program.

VP Outreach Candidate

Jeff Henderson, PMP



Jeff is a Project Management Professional with a Bachelor of Industrial Engineering from Georgia Tech and a MBA from Golden Gate. He currently works as a manager for Boeing Corporation, and was formerly a PM for Intel, a manager for Gulfstream Aircraft, and McDonnell Douglas. Various roles have included Industrial Engineering and Facilities Construction Project Management.

VP Outreach Candidate

Jim Yan



Jim has 14 years of software development, architecture and project management experience with teams in the U.S., Europe and Asia. He has been an instructor at Clark College teaching introduction to computer science. He is experienced in working with people with different skill set and backgrounds.

VP Operations Candidate

Diane Brady VP Professional Development Candidate



Diane is a Project Management practitioner dedicated to proficiency in the profession, with over 7 years of project management experience and 15 years overall experience as a professional consultant implementing ERP systems. As a certified ScrumMaster trained in mentoring teams and keeping them focused, she calls on solid skills in process, systems and software development to drive project success. Diane has 14 years of financial and managerial experience in positions such as CFO, Business Manager and related management positions prior to becoming a business consultant in 1995. Her specialties include project planning and execution, system needs assessment, workflow and business process development.

Jeremy Black, PMP



Jeremy has been in the VP of Membership role since January 2010 when he stepped-in mid-year to fill the role. He has been a PMP since 2009, and he also holds the designations of Master Recycler and Competent Toastmaster. He has worked in the medical manufacturing industry as a new product development project manager, and has recently transitioned into the Energy sector via a contract position with the BPA.

VP Membership Candidate

Steve Heck



Steve has extensive experience leading complex, multi-faceted initiatives impacting growth, operating efficiency, and overall financial performance of organizations in the public, private, and not-for-profit sectors. He has held senior positions with such organizations as the WiMAX Forum, Humboldt State University, and Metro Regional Government. Degrees include a BA, MSW, and MPA.

VP Programs Candidate



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Building professionalism in project management®
Project Management Institute
Portland Chapter

Official Ballot

Annual Election of Officers
2010-2011 Board of Directors

PMI Member #: _____

Your PMI membership # must be included for your ballot to be counted. Only PMI Portland Chapter members in good standing may vote.

See the PMI Portland website for detailed information about positions, candidates, and electronic voting: <http://www.pmi-portland.org>.

All write-ins must be a local chapter member in good standing.

OFFICE	NOMINEE - Select one for each position	OFFICE	NOMINEE - Select one for each position
President-Elect	<input type="checkbox"/> Steve Thornton Write In _____	VP Outreach	<input type="checkbox"/> Jeff Brummel, PMP <input type="checkbox"/> Jeff Henderson, PMP Write In _____
Secretary	<input type="checkbox"/> Carol Haertlein <input type="checkbox"/> Jeff Turner Write In _____	VP Professional Development	<input type="checkbox"/> Diane Brady Write In _____
VP Finance	<input type="checkbox"/> Shancy Saban Write In _____	VP Operations	<input type="checkbox"/> Jim Yan Write In _____
VP At Large	<input type="checkbox"/> Terri Haggmann, PMP Write In _____	VP Membership	<input type="checkbox"/> Jeremy Black, PMP Write In _____
VP Marketing	<input type="checkbox"/> Brett Travis Write In _____	VP Programs	<input type="checkbox"/> Steve Heck Write In _____
		Incoming President	Joseph Marietta, PMP
		Incoming Past President	Rachel Paulson, PMP

Ballots are due by 10:00 p.m. Tuesday, April 20th, 2010.

Election results will be announced on the Chapter website.

Mail this completed ballot to PMI-Portland Chapter, P.O. Box 5966, Portland, Oregon 97228
Or, drop off this completed ballot at the April 20th chapter dinner meeting.
Or, vote on the chapter website: www.pmi-portland.org.



**Project Management Institute
Portland Chapter**



2010 EPMA Applications Being Accepted Now



**EXCELLENCE IN PROJECT
MANAGEMENT AWARDS**

Did you know?

The application process is simple, and support is available to answer any questions you may have.

You and your project are eligible regardless of the size of the project or the industry.

There are three awards for 2010:

1. Project of the Year Award – honoring a corporation, nonprofit or other company's efforts in its careful management of projects, previously known as the EPMA award.

2. Project Manager of the Year Award – honoring an individual Project Manager for his/ her consistently demonstrated leadership and focus on project management best practices. You can nominate yourself or another Project Manager for this award.

3. Student Project of the Year Award – honoring a high school senior who has completed a project this year and can demonstrate an alignment or an understanding of how their project aligns with project management best practices.

The **PMI-Portland Excellence in Project Management Awards** (EPMA) Program acknowledges, honors, and widely publicizes a project team, an individual project manager and a senior high school student for their superior management of a recently completed project. The primary goals of the awards are to:

- Recognize and celebrate project excellence in the Portland community
- Increase awareness of project management principles and disciplines
- Encourage PMI-Portland member involvement
- Increase Portland metro business community awareness of PMI and the PMI mission

Want More Information?

The **PMI Portland Chapter website** contains all of the necessary information needed to apply for the awards. Look under Chapter Activities > EPMA.

Application Deadlines: April 15 (PM & Project) June 1 (Student)

Finalist Notification: May 15 (PM & Project) June (Student)

Award Ceremony: June 15 Chapter meeting

Contact the EPMA team at awards@pmi-portland.org.

Got something to say?



The 2010 Annual Membership Survey is open!

The Annual Membership survey is open! In 10 minutes or less, you can provide the Chapter with valuable input on delivering its services, processes and activities, all of which contribute to your success in Project Management.

Your small investment in time can have a big payoff. After the Survey closes, the results will be analyzed and shared with the Board of Directors and the greater PMI Portland community. Then, throughout the year, the focus will turn to implementing follow-up activities based on your feedback and to continually improve member satisfaction.

Simply click [here](#) to access the survey. You can also access the Survey via the Announcements section of the PMI Portland Chapter website.

Your opinion counts!

New Member Meeting

Held during the Chapter Dinner Meeting Networking hour.

We meet directly after the Educational Presentations at 5:35 pm in one of the Education rooms – listen for the announcements at the beginning and end of each session for the room. Join us to learn about who we are and what we offer, to answer your questions, and to meet other new members.

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Project Management Institute Portland Chapter



PMI Invites You to the 2010 InnoTech Conference

Thursday, May 6, 2010 - Oregon Convention Center

On Thursday, May 6, 2010, over 1500 business and technology professionals will converge at the Oregon Convention Center for the seventh annual InnoTech Oregon event. With the continued support of sponsors, partners, exhibitors and the technology community, InnoTech continues to thrive as the region's premier business and technology innovation conference and expo.

Information and registration at: <http://www.innotechconference.com/pdx>

PMI Members - for complimentary admission to InnoTech use Discount Code **PMI101** (this does not include the NW CIO Summit, eMarketing Summit or NW ISSA Security Conference)

Also, don't miss the **eMarketing Summit @ InnoTech** - "The Evolution to Digital Marketing", May 5-6, 2010, Oregon Convention Center.

The 5th annual eMarketing Summit brings together over 170 marketing & business professionals.

Price includes two full days of the summit, luncheon presentation, InnoTech Conference, expo & receptions. Use this discount code during registration to receive \$20 off the \$149 fee (**EMS20AT**)

InnoTech
The Business & Technology
Innovation Conference & Expo

Featured Luncheon Speaker on Thursday, May 6 is Christi Day, Southwest Airlines Online Spokesperson & Emerging Media Specialist. This is hosted by AMA - Oregon Chapter.

Additional Topics Include:

- Top 10 Extreme Social Media Promotion Hacks – 2 Hour Workshop
- Mobile Marketing Five Can't-Miss Mobile Marketing Trends For 2010
- Future of Search Panel – Hosted by SEMpdx
- Doing Analytics Right: Understand Your Goals, Measure Contextually & ACT!
- The Science of Greater Online Lead Generation
- Location, Location, Location -- A Crash Course in Geo-targeted Search Engine Marketing

...and much more. Visit www.emarketingsummit.com for information and registration.

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- ◆ Program Management Consulting, Training
- ◆ Microsoft Project, Project Server, Portfolio Server Consulting, Training
- ◆ SharePoint Consulting, Training, Hosting
- ◆ Business Solutions Development, Custom Application Development
- ◆ Technology Integration and Deployment

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Project Manage Your Transition

May 19, 2010 8:00 a.m. - 12:00 p.m.

According to Project Management Institute (PMI) the definition of a project is "a temporary endeavor with a specified beginning and end."

Does this sound like a job hunt to you?

The principles of basic project management can bring you to a cleaner, more productive end in any project – and there may be fewer projects that are as important as your search for your next position.

Presenter:

Kimi Hirotsu Ziemski (see below)

Logistics:

World Trade Center, Oregon conference Room, 121 SW Salmon, Portland, OR

PMI Portland Chapter Members \$15, Non-members \$25

Price includes: Workshop Fee, meeting materials
3 PDUs

[Details and Registration](#)

Risk Management

May 20, 2010 7:30 a.m. - 4:00 p.m.

We all like to say that we understand the value of risk management. The major risk that we run, time and time again, is that we don't actually follow through.

When your projects are planned and executed without a strong risk management approach, you do more than put your project at risk – you are also risking your career and the professional health of your team members. You will find that a structured approach with a strong focus on mutual clarity can help. The most critical part of this process is the level of rigor you use in your risk management approach.

About the Presenter:

Kimi Hirotsu Ziemski, leadership mentor, conflict resolution expert and work team productivity specialist since 2000, brings decades of international corporate training, speaking and coaching experience to her clients. Consistently receiving rave reviews for her popular workshops and dynamic Keynote presentations, Kimi is passionate about competency-based, strongly executed leadership and is an expert in redirecting the untapped potential that is wasted in unproductive conflict.

Logistics:

World Trade Center, Oregon conference Room, 121 SW Salmon, Portland, OR

PMI Portland Chapter Members \$225, Non-members \$250

Price includes: Workshop Fee, meeting materials, breakfast and lunch
7 PDUs

[Details and Registration](#)

Boeing Lecture at U of P

April 08, 2010 4:15 p.m.

The University of Portland's Operations & Technology Management Program, in conjunction with the Operations Management Association, present the Annual Boeing Lecture series on Thursday April 8th, 2010. This year's speaker is Jim Salmon, Lead Engineer for Commercial Airline Product Development (Boeing Seattle). The inaugural lecture topic is Project Management. The event is free; however, registration is required as seating is limited.

Logistics:

Location: Buckley Center 163 (University of Portland)
Reception: Terrace Room, following the lecture at 5:45.
Registration: Dayna Smith (smithd11@up.edu)

Puget Sound Professional Development Symposium

Eugene Bound, James Brown, Randall Black and Bob Rosner will speak as the keynotes for the four-day event. Keynote topics include; the value of project management, managing project teams and "Kill What's Ugly While It's Young™ and Other Unspeakable Project Management Truths."

"The depth and breadth of this year's content is outstanding. We are fortunate to have so many talented and well-known speakers come and speak at PDS 2010," comments Dianne Johnson, PDS 2010 Sessions Lead. "The theme, IT'S TIME TO LOOK UP, really captures the essence of what this conference offers. The attendees are in for four days of exciting topics relevant to their needs."

PDS 2010 will be held **June 27-30 in Seattle, WA** and offers up to 20 PDUs. It combines efforts of the Information Systems Special Interest Group (PMI-ISSIG), Puget Sound Chapter and other Region 1 chapters. For more information, please visit pds.pmi-issig.org or email pds.registration@pmi-issig.org.



**Project Management Institute
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Membership News

Welcome New Members

Alayan, Houman
Ball, Danny
Bennett, Sheila
Blohm, Adrienne
Borgeson, Rachel
Brokaw, Mark
Bruneaux, Debra
Burdick, Autumn
Casdorph, George
Clark, James
Dumas, Kimberly
Evans, Gary
Frost, Naomi
George, Rodrigo
Glynn, Terry
Goding, Dave
Goodrich, Kevin
Haertlein, Carol
Hanson, Chris
Harris, Ira
Haynes, Brian
Heikens, Roger
Henslee, Phillip
Jones, Bruce
Kamisato, Brian
Kountz, Michael
LeDoux, Charles
Lehmann, Steven
Leigland, Kirsten
Logan, Linda
Lohnes, Timothy
Mak, Claire
McBride, LynnAnn
McCullough, LLoyd
McDonald, Allan
McMahon, William
Miller, Meggan
Minck, Jason
Montemayor, Derek
Patange, Pravin
Pattison, Shanthi
Petersen, Julia
Pierre, Regina
Porche, James

Pyles, Shelley
Ramos, Lena
Redding, Lisa
Robinson, Brian
Schwamb, Lauranne
Smith, Avery
Smith, Michael
Tangen, Rebecca
Taylor, Lisa Ann
Thakkar, Nilay
Thompson, William
Tinney, Ryan
Valenzuela, Sergio
van Asselt, Steven
Walker, Geoff
Walker, William



Congrats New PMPs



Burdge, Bradley PMP
Hamilton, Sarah PMP
Levinson, Barrie PMP
Miller, Don PMP
Mittal, Jayesh PMP
Orchard, Mark PMP
Skinner, Chris PMP
Yan, Jim PMP

Membership information is provided to the chapter monthly by PMI Headquarters. There may be a 1 to 2 month delay due to newsletter publishing constraints. Contact PMI Headquarters at (610) 356-4600 or www.pmi.org to change or manage your membership information.

Volunteer of the Month - Jeremy Black

Jeremy Black started volunteering with the chapter in 2008 – you probably recognize him as the past Program Manager for the chapter's Volunteer Recognition Program. Jeremy took the concept of saying thanks to our hard-working volunteers, and developed a successful, sustainable, and rewarding program that includes monthly and annual volunteer recognition. Because of Jeremy's unselfish dedication to the chapter, and his impressive organization, leadership and communication skills, we welcomed Jeremy into his new role as Vice President of Membership for PMI Portland in January 2009. He jumped in without hesitation to lead the Membership Portfolio, and shows a true interest in supporting the members of our chapter.

Please join me in congratulating our April Volunteer of the Month, Jeremy Black.

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Technology



Business



People

IT Consulting

IT Project Management

Managed Services

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Faces of PMI Portland

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Monica Unger, Danielle Solosky, Chris Wilson



Francesca Beddow, Dir. of PR, Jimmy Godard, VP Operations, Jeff Brummel, VP Marketing



Lynn Jesus-Olhausen, speaker



Maria Naramore, raffle winner



Tom Shieves PMP, keynote speaker



J Hootman, volunteer of the month, Rachel Paulson, President



Sponsor table - eBoyz



Preston Newman PMP, Lin Johnson PMP, Jim Yan PMP

Many thanks to Erik Odegard for the photos.



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Unnatural but Valuable

Retrospectives are a structured way to gather "lessons learned" from those who know best – the people who worked directly on a program or project. Good leaders use what was learned to improve the processes, tools, capabilities, and behaviors of their organization. These improvements make future projects more successful.

Unfortunately, retrospectives are unnatural. Norm Kerth, the father of retrospectives, says, "... it is not natural for us to stop, reflect, and learn. ... I am usually worn out at the end of one of my alligator-infested swamp draining projects. ... The act of reflecting on my just-finished project is not naturally a high priority. Yet it is the key to ensuring that my next project will have less water to drain and fewer alligators to manage." (Kerth, p. 3-4)

Despite this obstacle, investing in good retrospectives delivers three important benefits:

1. Improves the capabilities of people who work on projects AND the organization to which they belong
2. Recharges people and repairs damaged working relationships
3. Fulfills the human need for ritual and closure.

Four Steps

I mentioned that retrospectives must be structured. Here are the four foundational steps for conducting a structured retrospective.

1. Prepare: A poorly designed, willy-nilly retrospective can actually do more damage than good. Selecting the wrong participants, creating a bad agenda, or just being unprepared can all sink a retrospective session, especially when emotions run high. Most retrospectives, even those about non-controversial projects, require careful preparation.

2. Hold Retrospective Session: This is where the learning starts to happen, once you overcome issues of safety, blaming, self-protection, and poor memory. The sidebar shows my favorite framework for guiding retrospective sessions.

3. Analyze Results: Quality expert Joseph Juran famously said that the vital few must be separated from the trivial many. That applies to a retrospective, too. Most retrospective sessions generate a long list of comments and ideas. The full list will be overwhelming and thus people will not be likely to act on it. This step selects just a vital few ideas to take action on.

4. Take Action: Too many retrospectives stop with a report that gets filed and never seen again. That's a pity. The individuals in the

Beginning of session

Goal: Build a good foundation

- Establish an environment of safety and engagement. The majority of participants must feel safe expressing their true observations.
- As a group, reconstruct the history of the project by creating a timeline that shows significant events. This tickles memories, as well as increasing interest and curiosity.

Middle of session

Goal: Discover lessons

- List the things that did and did not go well during the project.
- Understand the root causes and learn from these events.

End of session

Goal: Set the stage for action on the vital few

- Identify the highest priority lessons.
- Recommend actions that will affect skills, tools, processes, and behaviors.

retrospective session will carry away some of the learning just by virtue of attending, but the real leverage of a retrospective comes when the organization agrees to change its tools, processes, and behaviors. Therefore, the keepers of these tools, processes, and behaviors - usually management - must drive follow up actions.

The Prime Directive

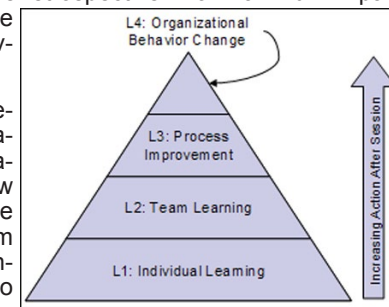
Even if you follow these steps, a retrospective will spiral into disaster if you can't keep it constructive. Thus, Kerth requires that a prime directive must guide every aspect of a retrospective. This directive assumes that everyone did his or her best. Participants will not allow blame. Instead, they will be open to learning, even when it is painful.

Embed the Lessons

A retrospective can be the catalyst for four levels of improvement, as the diagram shows. The lowest levels are the easiest to accomplish but also have the least leverage. For example, by virtue of merely attending the retrospective session, each participant will learn some valuable lessons that he or she can use for self-improvement in the future. This is an example of level one improvement (individual learning). At level two (team learning), the assembled team learns how they can help each other in the future, if they get the chance work together again.

If the learning stops at this point, the organization has only received partial value from its investment in the retrospective. For maximum impact, a retrospective must also change the system, which happens at levels three and four.

At level three (process improvement), the leaders of an organization invest some of the organization's time and resources in follow up actions. These actions are driven by recommendations from the retrospective, so they convert lessons from the project into





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Learn or Perish (continued)

improvements in the processes, tools, and capabilities that the organization uses for all projects.

At level four the behavior of the entire organization changes. People, especially the leaders, act differently. The new and improved way of doing things is not captured just in processes and tools. It is embedded in the fabric of the organization.

Such systemic change, although difficult, offers huge advantages.

The entire performing organization and all future projects improve every time one group of people on a single project learns something. Because the learning effect is multiplied by the number of projects that the organization does, it improves rapidly in small, frequent steps.

Endpoint

Top performing organizations use frequent retrospectives to improve individual and team skills, tune processes, upgrade tools, and change organizational behavior. The key is to take action on the learning to improve the future processes and skills of the organization. This way, the entire organization will benefit from the accumulated experience of everyone who works on projects and programs.

Further Information

Project Retrospectives: A Handbook for Team Reviews, Norman L. Kerth, Dorset House, 2001

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). He is also on the graduate faculty of the Division of Management at Oregon Health and Science University. Jeff welcomes your questions and ideas. You can contact him at jeff@spspro.com or read previous articles at www.spspro.com/resources.htm.

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Kerth's Prime Directive

Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand.

Kerth, p. 7

Managing the "How"

My father has been bringing an audio recorder around his mother, my grandma, for some time now. She isn't doing well and he wants to capture some of her stories before the grand old book closes.

Projects can be like that too if we don't capture and train the best methods. In 1940s, the U.S. Government created a way to do this called Job Instruction (JI). To increase industrial production, the war machine utilized an unfamiliar workforce, women. Seventy years later, the Job Instruction program has proven successes in projects as diverse as construction, auto manufacturing and hospitals. It is an unqualified success.

Giving proper instructions on the job is an early step to continuous improvement. Job Instruction specifically does just this. It is a 4 step method for training people. My firm has used JI to standardize how we:

- launch new projects
- write reports
- use video conferencing software
- follow up with new clients
- document meetings
- facilitate book clubs

By creating a baseline to train workers, and by training people in a consistent manner, you create a launching point for continuous improvement.



For more information about JI visit <http://twi-institute.com>.

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Job Hunting?



Chapter Members—sign up for the PMI Portland Jobs Program. Members receive emails direct from employers looking to hire!

See the PMI Portland [website](#) for details

Looking for chapter meeting presentations?

Go to our website and select **Member Resources > Meeting Handouts** from the menu bar.



**Project Management Institute
Portland Chapter**



President's Corner

- ◆ Knowledge Management - Key to Improvement?

Chapter Events

- ◆ Chapter meeting sponsor
- ◆ Upcoming events
- ◆ Roundtables
- ◆ Keynote presentation
- ◆ Educational presentations
- ◆ 2010 Project, Programs & Portfolio Management Conference
- ◆ Election: Job Descriptions
- ◆ Election: Candidates
- ◆ Election: Ballot
- ◆ 2010 EPMA Awards
- ◆ Got Something to Say?

Professional Development

- ◆ InnoTech Conference 2010
- ◆ Project Manage Your Transition
- ◆ Risk Management
- ◆ Boeing Lecture of U of P
- ◆ Puget Sound Professional Development Symposium

People

- ◆ Jeremy Black - Volunteer of the Month
- ◆ Membership News
- ◆ Faces of PMI Portland

Articles

- ◆ Learn or Perish
- ◆ Managing the "How"

PMI

- ◆ About PMI Portland



Rachel Paulson



Joseph Marietta



Dianne Johnson



Kathy Pemberton



Shancy Saban



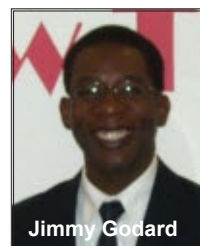
Jeff Oltmann



Jeff Brummel



Jeremy Black



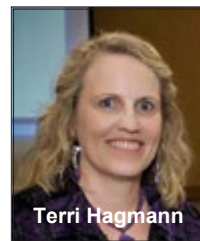
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Chapter Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
Chapter Meetings	Third Tuesday of every month except July and August. Check chapter website to confirm meeting dates.
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